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MEMORANDUM FOR: Inspector General
SUBJECT : Utilization of Military Personnel in CIA

1. I have carefully considered your memorandum of 30 July, and would like to comment on it in the order in which you raised the questions:

a. In principle I cannot but concur in this suggestion, within whatever limits are acceptable to the Department of Defense. Since it is our ultimate aim to develop an homogenous working force in CIA, it seems wise to reduce to a minimum any potential friction arising from the assignment of unwilling military personnel to positions where their attitude might affect other persons not so oriented.

b. As you know, the Deputy Director of Central Intelligence is in favor of the utilization of military personnel in positions other than their acknowledged specialty, where operationally advisable, on the theory that a limited amount of this "cross fertilization" assures a closer relationship between the services and the civilian membership of the Agency. However, I can see no objection to an arrangement whereby these military personnel would have an opportunity to express themselves on the feasibility of such assignments, within whatever limits are consistent with the terms of their assignment to CIA in the first place.

c. It appears to me that the establishment of a military inspector general within CIA would open up an entire area of possible conflict with existing responsibilities. My own opinion is that this function, albeit under a different name, already exists in the person and capabilities of the Chief, Military Personnel Division, Office of Personnel.

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within the purview of the Deputy Director (Plans), I do not believe it appropriate for me to comment on it, except to make the general observation that if this practice is not now consistent with operational necessity, it should be terminated in the interest of better relationships with the military.

e. It would appear wise to me to foster any arrangement whereby a closer understanding of each other's problems could be reached in the military-civilian relationships within CIA. However, I am not sure that in this instance there is a need for formal, special briefings addressed solely to "the protocol and handling of military personnel." I am sure that the Office of Personnel could take steps to effect the desired result through facilities available to them, and in conjunction with existing or projected supervisor training programs within the entire Agency.

f. The suggestion that the senior military officer in each division or office be made the focal point for dealings by civilians with other subordinate military personnel in the same component appears possible of acceptance, but only within certain well-defined limitations:

(1) It should be fully understood that this officer would function only in the capacity of a staff advisor, to consult, at his request, with the senior line supervisor on matters related to military procedures, forms and their execution, in a manner consistent with military requirements.

(2) As to fitness reports, I cannot subscribe to the suggestion that the military officer actually prepare them, for this clearly abrogates a responsibility of the senior line supervisor. However, it seems reasonable to assume that the senior military officer might be utilized in the coordination process, to insure that the language and terminologies used in the report conform to standards in use within the particular service component.

2. Of the suggestions made to you and contained within this memorandum, this last appears to me to be the one where extreme care would have to be taken to avoid the establishment of any procedure which, through its enunciation as a policy, might actually heighten those tensions it was designed to eliminate.

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L. K. WHITE
Deputy Director
(Administration)

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